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The Police Department's cruiser fleet continues to be very dynamic. In spite of all its nuances I maintain my commitment to develop a well-structured cruiser replacement. I ask that you understand that this planning process has significant challenges with many being out of our control. Below is a synopsis of the steps we have taken to maintain a functioning fleet of vehicles.

Over the last year I have worked to address the Select Board's concerns regarding a well thought out replacement schedule for our fleet to the best of my abilities. The Deputy Chief and I have been spent significant man hours beginning back in 2020 working at a solution. We felt strongly that solution should not only address the concerns of the Board but most importantly meet the demands of level service that is expected by taxpayers.

As I have presented in the past, the best replacement schedule has been determined to be on a purchase program over a three-year cycle on a one, one, two basis. Our twelve-year purchasing history shows that we have not always followed this model. There were multiple years that we did not purchase a cruiser or cruisers depending on the cycle, for whatever the reasons at that time. In 2020 and continuing to the present, we are feeling the effects of not adhering to a structured purchase schedule.

When I took the helm as your Police Chief at the end of 2019 I knew before even being asked that the fleet was in dire need of overhaul/replacement. I knew I needed to act immediately to develop a comprehensive program to present to the Board.

To this end, starting in 2020 I presented the Board with all the costs associated with multiple purchase options, increasing maintenance costs, and a status report of an aging fleet so that all involved understood the complexity of this issue. After reviewing the many purchase options and the associated costs, and other provided documentation, the Board settled on and authorized the purchasing two used cruisers in 2020 versus purchasing one new cruiser. At that time this allowed us to stop the hemorrhaging of an aging fleet by replacing two vehicles at one time but with used vehicles, not new ones. I said it then and I will say it again now, this was a stop gap measure not a permanent solution.

Knowing that purchasing used cruisers is not a permanent solution, the Deputy Chief and I pushed ourselves to find a better, more structured way to fund a new cruiser purchase in 2021. To this, I requested the expenditure of \$10,000.00 remaining in the revolving detail fund in 2020 to be used as a down payment on my budgeted ask of a purchase of a new cruiser in 2021. The Board

agreed and we applied that money to the \$33,007.00 2021 cruiser purchase price. I also asked to use additional funds from the revolving detail fund to be utilized from 2020 to pay for the equipment to upfit the 2021 cruiser once it arrives sometime in April 2021. Doing these two things freed up monies that were pending budget requests in my 2021 budget proposal to fund the purchase of a second cruiser purchase in 2021 that would not impact taxes. This would allow us to get back on track with the purchase program of one, one, two. 2021 being the year that would end that cycle with the two-cruiser purchase. The Board agreed.

It is important to note that when we purchased these two used vehicles, the previous two cruisers were taken offline and sent out to auction. Collectively those two vehicles brought \$11,500.00 at auction. Those funds were deposited as general revenue into the Town's General Fund. In prior years, old cruisers would be traded in at the dealership wherever the new vehicle was purchased and would be valued at less than \$1,000.00 generally. I used the auction house as a means to get the most return for the Town. To date, the \$11,500.00 earned in 2020 has had no direct benefit to my department.

I thought we were in good shape and on the right track.....then 2021 started off with more challenges being thrown our way. On January 8th, Cruiser 1 was involved in a head on collision on Route 125. All involved were uninjured, but the cruiser was totaled. On March 2nd, Cruiser 2 was damaged by gunfire at a welfare check call for service and needed to be taken out of service for repair. On March 8th, Cruiser 3 was hit deliberately by a suspect's vehicle head on while parked at a call for service on Berry River Road. This cruiser was totaled as well. Neither Cruiser 1 nor 3 were the scheduled cruisers to be replaced in 2021, cruisers 2 or 7 were.

I would like to remind you that we average around 200,000 miles on cruisers a year shared throughout the entire fleet. The fleet continues to age, as we did not purchase a new cruiser last year. Below is the current status of our vehicles with corresponding mileage and idle hours.

Unit	Year	Make	Model	Replacement Year	Mileage	Notes	Idle Hours
902 1	2015	Ford	Explorer	2021, 2027	OOS	Replacement is in – Setup TBD	
902 2	2013	Ford	Taurus	2021, 2027	105,224	Anticipated replacement in 2021	4896
902 3	2017	Ford	Explorer	2021, 2026	OOS	Replacement has been Ordered	
902 4	2017	Dodge	Charger	2024	73,543		2354
902 5	2016	Dodge	Charger	2025	65,883		1144
902 6	2017	Ford	Taurus	2023	91,000		5069
902 7	2016	Ford	Explorer	2022	117,263	Anticipated replacement in 2021	6411
902 8	2019	Dodge	Charger	2024	74,282		5323

When we are going to take a cruiser offline, we use age and mileage as the two primary determining factors, followed closely by maintenance costs. Cruiser 2 and 7 were the cruisers identified to be replaced in 2021.

Having cruisers 1 and 3 involved in accidents that were out of our control and then to have both totaled by our insurance carrier has thrust us into further debate as to how to replace vehicles.

Cruiser 1 has already been discussed and we are currently in the process of replacing. We are still working on replacement of cruiser 3. These two accidents have forced me to replace two vehicles that were not due to be replaced, placing us in a situation where we are once again out of our replacement schedule. And, I still have two vehicles that are need of replacement now.

Although this is an unfortunate series of events, this has provided the Town an opportunity to create some organized separation of model years and anticipated replacement years. This will help ensure the Town is not in a position where three (or more) cruisers are due to be replaced in one year.

Our insurance carrier has reimbursed the Town \$12,950.00 for cruiser 3 after our \$1,000.00 deductible. We further anticipate receiving an additional \$6,323.00 for replacement of equipment for cruiser 3. The total amount that we can expect to receive is \$19,273.00. TA MacIver has been in contact with other Administrators and Managers and has already identified the merits of a "re-insurance" capital reserve which he will discuss separately. I am in complete agreement with this idea, but it will not solve the current problem.

A new 2021 Dodge Charger will cost the Town \$28,499.00. Given that the Town is poised to receive \$19,273.00 from our insurance carrier we can subtract this from the purchase price, leaving a balance of \$9,226.00. I anticipate returning between \$4,000.00 to \$6,000.00 from the auctioning of cruiser 2 or cruiser 7 this year. Taking this into account, I am prepared to cover the remaining costs from the confines of my present budget (Vehicles 01-4210-01-4752). This will, however, deplete the \$10,000 in funds which I had earmarked to continue our recent replacement strategy of ordering cruiser(s) prior to January. Thus, I would like the Select Board to consider committing to utilizing surplus funds, if available at the end of the year, to fill the void left in my department budget (\$10,000).

In closing, the Deputy Chief and I, along with every other department head, worked extremely hard during the budget process to bring the Board a proposed 2021 flat budget as requested. Based on the vehicle events we have experienced this year; we have a \$10,000 deficit we are trying to fill. We implemented some new creative ideas last year to help relieve the strain on our fleet and get us back on track with a structured replacement plan.

As you know, I had planned to request the Select Board to consider the purchase of two additional cruisers in 2021 but I am willing to adjust that plan given the circumstances. Instead, I would like the Select Board to seriously consider my request to use \$10,000 of budgeted funds now to purchase a cruiser to replace unit 2 or 7. Then, later this year, use \$10,000 of surplus funds (subject to availability) to pre-order a 2022 cruiser. Since becoming Chief, I know that I have done everything that I have been asked to do to keep my budget and other expenditure requests in line with the expectations of The Town Administrator, the Advisory Budget Committee, and the Select Board. This request is no different, as it is reasonable and more importantly, much needed.